



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

IN REPLY REFER TO:

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MAY 3 2013

From: Deputy Commandant, Installations and Logistics (I&L)
To: Director, Logistics Plans, Policies, and Strategic
Mobility Division (LP)
Commander, Marine Corps Installations Command (MCICOM)
Director, Facilities Division (LF)
Director, Contracts Division (LB)
Commanding General, Marine Corps Logistics Command (MCLC)

Subj: CHARTER FOR THE MARINE CORPS INSTALLATIONS & LOGISTICS
ADVOCACY PROCESS

Ref: (a) Marine Corps Order 5311.6 (Draft of 15 March 2013),
Advocate and Proponent Assignments and
Responsibilities
(b) Marine Corps Installations and Logistics Roadmap
(MCILR) 2013
(c) CMC Policy Memorandum 01-11, Advocacy of 23 Feb 11
(d) Marine Corps Order 5400.54, MCICOM Roles and
Responsibilities

Encl: (1) I&L Advocacy Structure
(2) Installations and Logistics Advocacy Process
(3) Process Timeline - Programming, MCFDS, Advocacy
(4) Operational Advisory Group Charter (Template)

1. Purpose. To establish and promulgate the roles and responsibilities of organizations within the Installations & Logistics (I&L) Department Advocacy process, consistent with reference (a).

2. Background

a. Reference (b) challenges us to think and act together to best prepare our community for the future. It emphasizes the role of training, education, and professional development in order to create installations experts, logisticians and logistics capability for 21st century military operations. Furthermore, it also provides Marine logisticians an azimuth for innovation, logistics concept development, and advocacy.

b. Our I&L charter is to advocate for people, programs, and logistics capabilities. We will inform capability development

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through a formal, yet collaborative Operational Advisory Group (OAG) and Installation Advisory Group (IAG) construct. Enclosures 1 & 2 provide a visual depiction of the Advocacy structure and process. This construct will leverage the contributions of the entire installations and logistics community, across the Operating Forces, HQMC, and Supporting Establishment. Advocacy will ensure we have prepared and equipped Marines and civilian Marines with needed capabilities, ready to support operations across the full range of military operations.

c. This charter describes how our advocacy process creates a forum for developing Marine Corps logisticians and logistics. Senior logistics leaders have a key role in providing DC, I&L input to inform his direction, guidance, and prioritization of the advocacy effort. The advocacy construct will link all logistics stakeholders in a collaborative process and provide a means to turn top-down guidance and goals into actionable results. This process will inform and influence the Marine Corps Force Development System (MCFDS) and other resource related processes such as the Program Evaluation Board (PEB), Program Working Group (PWG). Enclosure 3 provides a timeline of integrated actions.

d. Per references (a) and (c), the DC, I&L serves as the Advocate for the Logistics Combat Element (LCE), Installations, and the Supporting Establishment. We will not be LCE centric, however, we will take a more holistic, enterprise view across the total force including the entire MAGTF and the Supporting Establishment.

e. The Director, Logistics Plans, Policies, and Strategic Mobility Division (LP), the Director, Facilities Division, and Commander, Marine Corps Installations Command (MCICOM) will, within their respective areas:

(1) Represent DC, I&L as the Logistics and Installations Advocate, to coordinate policy regarding installations and logistics issues, requirements, programs, readiness and structure with the appropriate HQMC offices, Operational Forces, Department of the Navy (DON), Department of Defense (DoD), and other external agencies. Together, they will facilitate the I&L Advocacy process, beginning with their respective advisory groups, and moving issues forward and upward through the Marine Installations Board (MIB) and the MAGTF Logistics Board (MLB) culminating with the Installations and Logistics Board (ILB) - see enclosure 2.

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(2) Influence the development, review, and/or revision of installations management and ground logistics issues relating to policies, capabilities and requirements, equipment, structure, and other ground issues affecting installations, LCE and MAGTF logistics readiness, operational force readiness, training, and capabilities.

(3) Represent DC, I&L in the combat development, requirements determination, and Planning, Programming and Budget Execution (PPBE) processes.

f. Director, Contracts Division and Commanding General, Marine Corps Logistics Command also have critically important roles across these areas and will coordinate closely with Director, LP and Director, LF/Commander, MCICOM on these issues.

g. This formal Advocacy process relies on input from leadership and expert forums to ensure Installations, and operational force logistics are appropriately represented in the capabilities development and resourcing processes.

h. Our logistics Occupational Field (OccFld) Sponsors and Community of Interest stakeholders are key contributors to the advocacy. Their specific functional area technical expertise will inform the OAG process. They are a direct link to the current and future posture of logistics capabilities in the Operating Forces, Installations, and key billets throughout the Corps. Their direct involvement ensures Tables of Organization and Equipment (TO&E), Training and Readiness (T&R) Manuals, Doctrine, and Policy issues are fully integrated into the Advocacy and Force Development Processes. Furthermore, OccFld Sponsors will be instrumental in the development of Mission Essential Task Lists (METLs), Advocate Capability Lists and Advocate Gap Lists. OccFld Sponsors and Community of Interest stakeholders also advocate for their respective communities by shaping career paths to ensure success of both the Corps and the individual Marine.

3. Organization

a. **Installations & Logistics Board (ILB).** The ILB is the primary governance forum for the Installations and Logistics Advocacy process, as guided by reference (d). Chaired by DC, I&L, it consists of General Officers/Senior Executive Service (SES) members representing the installations and ground logistics community, as well as the Medical Officer of the

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Marine Corps (Code HS). The ILB reviews appropriate products, issues, and recommendations developed by the Marine Installations Board (MIB) and the MAGTF Logistics Board (MLB).

b. Marine Installations Board (MIB). The MIB serves as an overarching installations advisory body in support of Marine Corps bases and stations. It addresses all areas of base and station support to ensure optimum, consistent support to warfighters and the MAGTF, and quality of life support to our Marines, sailors, and their families. The MIB strategically guides the long-range vision for base infrastructure assessing and shaping our installations. The MIB is chaired by the Director, LF Division/Commander, Marine Corps Installations Command (MCICOM). Membership will include representatives from the following:

- Regional MCI Commanders; installation commanders at the colonel (O-6) level;
- Manpower and Reserve Affairs (Personnel and Family Readiness Division) to address Quality of Life issues for Marines and their families, as well as civilian manpower and personnel issues;
- Training and Education Command (TECOM) to address TECOM installation support related issues (Training Command, Education Command, and Marine Air Ground Task Force Training Command, as appropriate).
- Programs and Resources (Fiscal Director) to address resource programming, internal controls, audit readiness, and fiscal issues;
- Plans, Policy and Operations (Security Division) to address law enforcement and force protection issues;
- Aviation to address aviation basing and support issues;
- Marine Forces Reserve to address reserve facility support issues;
- Marine Corps Combat Development Command to address Total Force Structure and basing issues;
- Command, Control, Communications, and Computers (C4) to address the full range of C4 and Information Technology issues;
- Office of Legislative Affairs to address areas of legislative and congressional interest;
- Director, LB for contract management expertise;
- Commander, Naval Installations Command (CNIC);
- Naval Facilities Engineering Command to address Military Construction, installation maintenance and contingency capability issues.

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- Other organizations as deemed appropriate.

The MIB directs analysis of issues by the Installations Advisory Groups (IAGs) for presentation to the ILB. The Commander, MCICOM will develop and issue charters to focus and guide the actions of the IAGs per enclosure (4).

c. MAGTF Logistics Board (MLB). The Director, Logistics Plans, Policies, and Strategic Mobility Division (LP) chairs the MLB with the Commanders of each Marine Logistics Group (MLG) and the Commanding General, Marine Corps Logistics Command as members. When required, invitations may be extended for Colonel/CAPTAIN (O-6) representatives of:

- MARFORCOM, MARFORPAC, MARFORRES, and MARSOC
- Each Marine Expeditionary Force (MEF)
- Remaining MARFORs
- CD&I (Logistics Integration Division)
- Marine Corps Logistics Command (MCLC)
- MCICOM
- Training and Education Command (TECOM):
 - Training Command Staff - Entry and advanced individual training (Marine Corps Combat Service Support Schools, Marine Corps Engineer Schools, etc.).
 - Education Command Staff - Formal officer and SNCO schools.
 - MAGTF Training Command Staff - Unit training and MCLOG.
- Marine Corps Systems Command (MCSC)
- Program Manager for Ammunition
- Other Advocates - DC, PP&O for the Ground Combat Element (GCE), DC, AVN for the Aviation Combat Element (ACE), and DC CD&I for the Command Element (CE) for synchronization across the MAGTF.

The MLB directs analysis of issues by the OAGs for presentation to the ILB. The Director, LP Division will develop and issue charters to focus and guide actions of the OAGs.

d. Installation Advisory Group (IAG). IAGs are forums to discuss OSD and SECNAV infrastructure policy, shape Marine Corps infrastructure policy, assess infrastructure readiness, ensure consistency of services and support, and vet issues, particularly those that cross functional or organizational lines

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of authority. The IAGs are formed as required by Director, LF Division/Commander, MCICOM who will develop and issue charters to guide their actions. The IAGs are as follows: Facilities and Land Management; The Military Construction (MILCON) Board; Safety; Energy; Base & Station Information Technology; Installations Protection; Training and Operations; Food Service; Contracting; Civilian Personnel; Family Readiness; Business Performance/Common Output of Service; and Base & Station Logistics Services. IAGs may employ temporary Working Groups (WGs) to focus on specific issues or capabilities.

e. Operational Advisory Group (OAG). The OAGs are as follows: Materiel Readiness; Engineering and EOD; Transportation & Distribution; Global Combat Support System-Marine Corps (GCSS-MC); Health Services; Logistics Training & Education; Operational Contract Support; and Command and Control for Logistics (C2 for Log). OAGs identify and prioritize issues that directly impact operational capabilities, readiness, and safety of their respective communities, and analyze DOTMLPF considerations. OAGs are cross-organizational committees and will be as inclusive as possible. The OAGs review, discuss, and develop recommendations on LCE and MAGTF logistics support capabilities, gaps, and priorities for presentation to the MLB. A Logistics Consolidated OAG (Log COAG) will meet annually based on operational commitments and participant availability. OAGs may be supported by temporary WGs to focus on specific issues or capabilities.

4. Methodology. The ILB will meet annually. Meetings will be timed to affect the Capability Based Assessment (CBA) process within MCFDS and the PEBs for the annual Program Objective Memorandum (POM) cycle. The MLB and MIB will also synchronize their activities to provide relevant inputs to the processes - see enclosure 3.

a. DC, I&L issues Advocate Capabilities Lists (ACLs) to identify current and future logistics capabilities and tasks required to execute MROC-approved CONOPS and scenarios. Based on input from the ILB, Director, LP will develop the Logistics ACL and Director, LF Division/Commander, MCICOM will develop an Installations ACL. The ACLs directly support the development of the Marine Corps Capabilities List (MCCL).

b. DC, I&L also issues Advocate Gap Lists (AGLs) to address shortfalls in existing and future Installations and Logistics capabilities across our Installations and the MAGTF. The AGLs highlight capability gaps, vulnerabilities, and excess

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capability areas so the CMC may determine where to mitigate and/or assume risk. Director, LP will develop a Logistics AGL while Director, LF Division/Commander, MCICOM will develop an Installations AGL. AGLs influence development of the Marine Corps Gap List (MCGL) by DC, CD&I and help prioritize and focus actions of both the Sustainment and the Installations PEBs.

c. The DC, I&L approves and issues the Marine Corps Installations & Logistics Roadmap (MCILR) to provide long-term direction and guidance to enhance Installations and Logistics capabilities in support of the Marine Corps Service Campaign Plan (MCSCP). I&L Division Directors and Commander, MCICOM provide support for the Marine Corps Enterprise Integration Plan (MCEIP) and coordinate on MCSCP issues.

5. Process. The Installations and Logistics Advocacy process will provide the ILB with actionable deliverables of sufficient depth and rigor to justify sufficient resources within the POM process, both to sustain current capabilities and man, train, and equip the future Installations and Logistics Enterprise for anticipated missions and responsibilities. To that end, the following specific guidance is provided:

a. **Issues.** The Installations and Logistics Advocacy process aids in identifying and resolving significant issues faced by the Marine Installations and Logistics communities. Issues presented by the OAGs or IAGs are mitigated at the lowest possible level so the ILB can focus on issues requiring GO/SES-level decision. The primary purpose of the MIB and MLB is to make decisions.

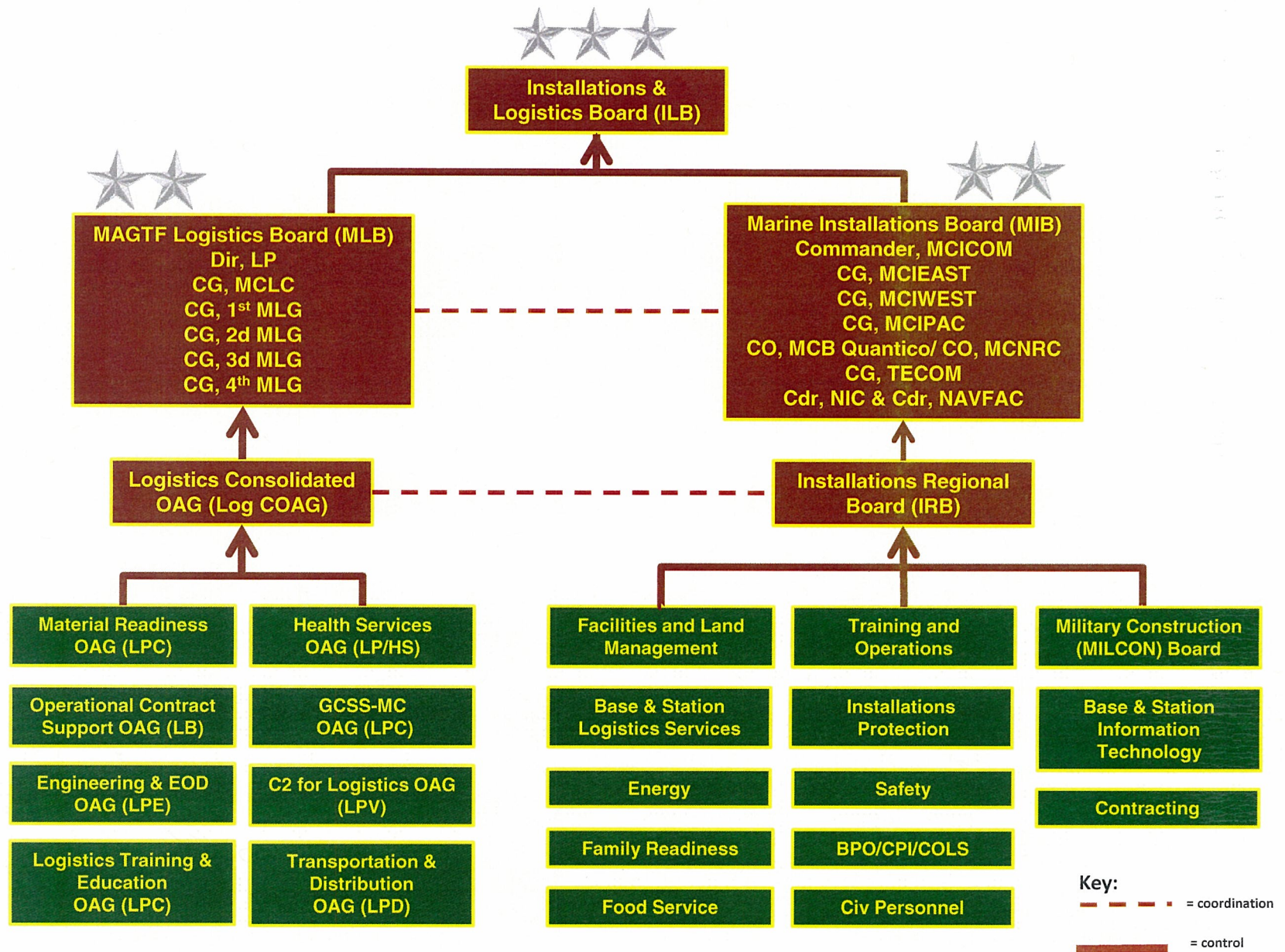
b. **Communication.** The Chair or Lead of each meeting (ILB, MIB, MLB, OAG, IAG, or WG) will publish the status of appropriate action items (tasks and issues) via naval message and post the results on the I&L web site for access across the community. The web site will reflect planned dates and proposed event windows as far in advance as practical to ensure timing of critical MCFDS and POM Development cycle processes and information sharing across the membership.

c. **Changes.** Changes to this process are inevitable as it is implemented and matures. This charter will be formally reviewed 12 months from signing, updated, and republished.

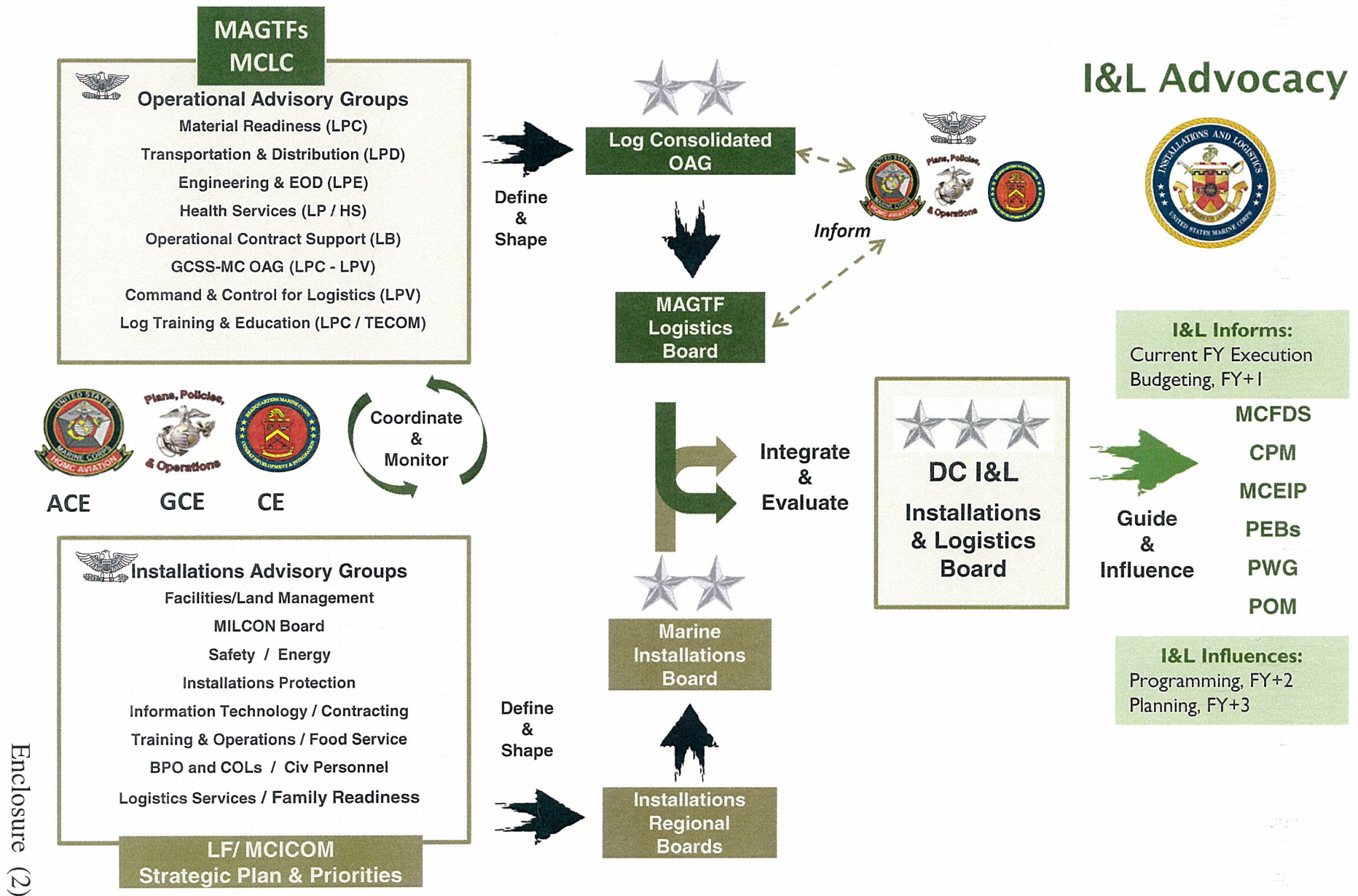


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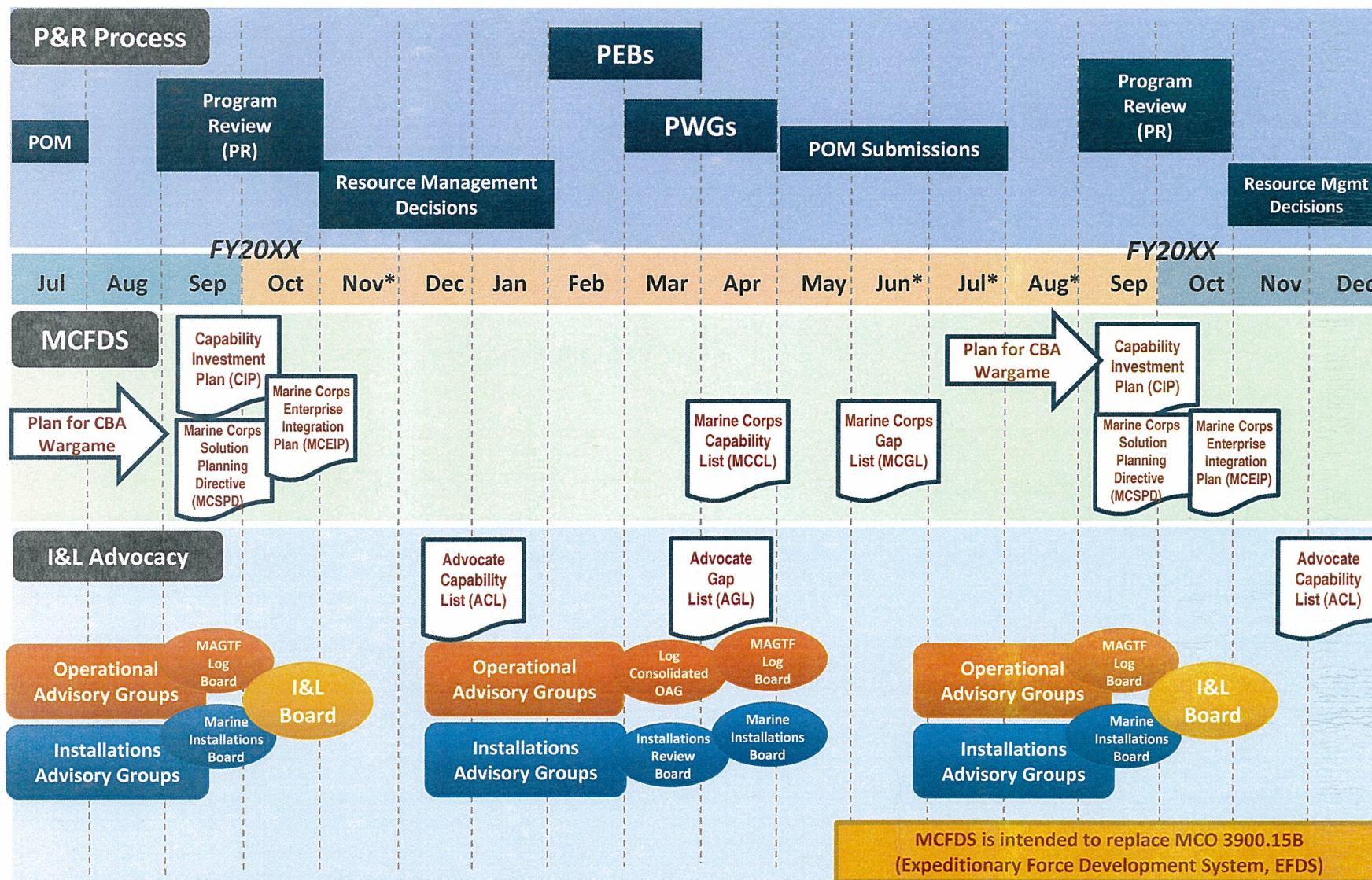
I&L Advocacy Structure



Installations and Logistics Advocacy Process



Process Timeline – Programming, MCFDS, Advocacy



*High OPTEMPO Months (PCS, Retirements, USMC Birthday, Holidays)



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IN REPLY REFER TO:

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From: Director for Logistics Plans, Policies, and Strategic
Mobility Division (LP)
To: Lead, _____ Operational Advisory Group
Subj: SAMPLE CHARTER FOR THE _____ OPERATIONAL
ADVISORY GROUP (LP EXAMPLE)

1. Purpose. The _____ Operational Advisory Group (____ OAG) is hereby chartered as a forum for establishing community priorities, developing a consistent and relevant message, and promoting interaction between the operating forces, the Logistics Advocate (DC I&L), Headquarters Marine Corps (HQMC) requirements officers, program managers, resource sponsors, technical advisors, and working level representatives involved with issues related to this community.

2. Intent. This OAG serves as my vehicle for identifying and prioritizing _____ issues that directly impact the Marine Corps Logistics operational capabilities, its capacities, standardization, training, readiness, structure, doctrine, and manning. Additionally, it will allow for open discussion of issues affecting the Future Year Defense Plan (FYDP) and the Program Operating Memorandum (POM). The _____ OAG is also the forum for promoting plans beyond the FYDP to the Installations & Logistics Board (ILB) via the MAGTF Logistics Board (MLB).

3. Organization. This OAG consists of the OAG members and may be supported by temporary Working Groups (WGs).

a. OAG. The _____ OAG is composed of representatives [to be completed by each OAG] from each (**example**) MLG, the HQMC staff, a representative from within each MEF, CD&I (LID) and Supporting Establishment as necessary. [note this will vary by OAG, but should be kept manageable in size - overall less than 10] The OAG focuses on specific issues pertaining to logistics operations and employment, structure, personnel, equipment, facilities, training, safety, readiness, and standardization within their community of interest. The ILB and or the MLB will task the _____ OAG to review selected topics. The intent is to establish a core group of voting members, while including other SMEs to ensure full representation and vetting of issues and

Enclosure (4)

Subj: SAMPLE CHARTER FOR THE _____ OPERATIONAL
ADVISORY GROUP (LP EXAMPLE)

ideas. The _____ OAG analyzes action items to present recommended solutions to the MLB in a *Topic, Discussion, and Recommendation* format.

b. WGs. Will be established as necessary to analyze and make recommendations on specific topics identified by the OAG requiring more detailed analysis than can reasonably be accomplished within the OAG forum or normal staff functions. Membership is based on the particular function and/or issue. WG Issue Lead will be a Commander from a MLG assigned by the _____ OAG lead after coordination with the Commanding General of that MLG. The WGs will present recommended solutions to the OAG either in writing or orally as required. WGs will make full use of SharePoint and Defense Connect Online (DCO) capabilities

4. Procedures

a. OAGs are community forums. Differences will be resolved by simple vote. If no majority is achieved, the issue will be referred to the MLB/MIB for further review. Members of the WGs serve as advisors.

b. The OAG will make maximum use of electronic meetings and use SharePoint to review and conduct staffing actions. While the _____ OAG will meet semi-annually, it will coordinate and meet with all other OAGs, during the annual Logistics Consolidated OAG (Log COAG). Timing will be arranged to provide influence in the POM development and to provide timely input to the ILB via the MLB as necessary.

c. OAG issues, discussions, and analyses will continue through normal staff action between conferences to ensure issues are resolved in a timely manner.

d. Director, LP Division will ensure alignment with the MCICOM Installation Advisory Groups (IAGs) as well as the Operational Contracting Support OAG (Contracts Division), the Health Services OAG (Co-Chair: HS/LP), and the Aviation Ground Support OAG (DC, AVN) to share common issues, approaches, and solutions. The Division will also ensure that the planning for Logistics systems is consistent with current architecture, standards, and policies, as well as joint and combined C4I requirements as guided by the Information Technology Steering Group (ITSG).

5. Action.

a. OAG leads will ensure all members are kept fully informed.

Subj: SAMPLE CHARTER FOR THE _____ OPERATIONAL
ADVISORY GROUP (LP EXAMPLE)

b. Code LPV will provide a strategic framework and overarching direction for embracing and adopting relevant evolutionary and transformational logistics activities, programs, systems and processes. This will be based on their future analysis focus and support efforts with Service and joint concepts, scenario planning guidance, and wargames as well as direct coordination with CD&I's Futures Division. It will also coordinate OAG matters for the Logistics COAG Conference for the Director, LP to ensure action items are resolved in a timely and responsive manner and support coordination for those issues going before the MLB.

c. The Director, LP, may task OAGs to further report findings to the ILB which will be coordinated by Code LPC into the ILB agenda.

d. In support of Code LP South, in their coordination actions with the Combat Development Division of CD&I, the _____ OAG will actively participate in the Capabilities Based Assessments (CBA) of designated scenarios and concepts of MAGTF operations. These efforts are done to provide input to the Program Objective Memorandum (POM) development process. Such participation will call for the review of your LCE/Logistic functional area(s) capabilities and their gaps through DC, I&L's Logistics Advocate Capabilities List (Log ACL) and Logistics Advocate Gaps List (Log AGL). The _____ OAG will also review structure analysis and coordinate on changes to the LCE's Mission Essential Tasks (METs) as drawn from the Marine Corps Task List (MCTL) given the impact they will have on Defense Readiness Reporting System-Marine Corps (DRRS-MC).

6. Changes to this charter can be proposed and are subject to approval by the Director LP.

M. G. Dana
Major General, U. S. Marine Corps
Director for Logistics Plans,
Policies, and Strategic
Mobility (LP) Division